

**HUMAN RESOURCES OFFICE, NORFOLK  
DRUG-FREE WORKPLACE PROGRAM  
MANAGER/SUPERVISOR TRAINING**

- 1. PURPOSE AND OBJECTIVE OF DFWP TRAINING**
- 2. REGULATIONS**
- 3. TESTING DESIGNATED POSITIONS**
- 4. GENERAL & INDIVIDUAL NOTICES**
- 5. TEMPORARY POSITION CHANGE**
- 6. TYPES OF DRUGS TESTED**
- 7. RANDOM DRUG TESTING**
- 8. REASONABLE SUSPICION DRUG TESTING**
- 9. ACCIDENT OR UNSAFE PRACTICE DRUG TESTING**
- 10. FOLLOW-UP DRUG TESTING**
- 11. APPLICANT DRUG TESTING**
- 12. VOLUNTARY DRUG TESTING**
- 13. SAFE HARBOR**
- 14. FAILURE TO REPORT TO THE DESIGNATED COLLECTION SITE**
- 15. REFUSAL TO BE TESTED**
- 16. UNABLE TO PROVIDE SAMPLE**
- 17. CHAIN OF CUSTODY**
- 18. VERIFIED POSITIVE TEST RESULTS**

**1. PURPOSE AND OBJECTIVE OF DFWP TRAINING:**

Drug abuse has a negative impact on productivity and national security. Department of the Navy (DON) is working toward a drug free workplace by carrying out a program that offers help to illegal drug users while demonstrating to them that drug abuse will not be tolerated. As a supervisor or manager, you play a key role. This training maintained on the Human Resources Office (HRO), Norfolk website accomplishes the required Drug-Free Workplace Program (DFWP) supervisory training as defined by DON Civilian Human Resources Manual (CHRM) Subchapter 792.3 of November 1, 2005.

**2. REGULATIONS:**

Executive Order 12564 signed on 15 September 1986 established the Drug-Free Federal Workplace Program, making it a condition of employment for all Federal employees to refrain from using illegal drugs on or off duty and requiring agencies to test occupants of certain positions. Department of Health and Human Services (DHHS) provides uniformity among Federal agencies, including drug laboratory certification and standards; the drugs and levels that can be tested; and a chain of custody to ensure urine samples are not altered. DON CHRM Subchapter 792.3 establishes policy and assigns responsibility for the DON DFWP.

**3. TESTING DESIGNATED POSITIONS:**

DON has identified the positions that are subject to random drug testing. When the duties of a position meet the criteria that would make the incumbent subject to random drug testing, the position is referred to as a Testing Designated Position (TDP). A position is determined to be a TDP when public health, safety, or national security could be in jeopardy if the incumbent failed to adequately discharge his/her duties due to illegal drug use. There are two major categories of TDPs: (1) a position that requires a top-secret clearance or secret clearance with access will be identified as a TDP regardless of the specific duties performed and (2) a position whose specific duties involve health and/or safety matters, e.g., crane operator, aircraft electrician, firefighter,

police officer, etc. Applicants for these categories of positions are tested prior to hire and tested randomly thereafter. As of October 1, 2006, 100% of TDPs will be tested, e.g., if your activity has 50 TDPs, then 50 random drug tests must be completed to meet the 100% testing rate for Fiscal Year (FY) 06. Since employees are randomly selected for drug testing, not all employees occupying a TDP will be tested, and some employees will be tested more than one time during the FY. Additionally, all Senior Executive Service employees occupying TDPs will have at least one drug test during the year.

#### **4. GENERAL AND INDIVIDUAL NOTICES:**

A general notice of DON's DFWP is issued to all new employees when they enter on duty. TDP occupants also receive an individual notice that is issued at least 30 days before the employee will be randomly tested for the first time. Employees sign and date the 30-day notice acknowledging that: (1) they received and read the 30-day notice and (2) they understand that refusal to submit to testing will result in disciplinary action, up to and including removal.

#### **5. TEMPORARY POSITION CHANGE:**

If you temporarily promote or reassign an employee to a TDP via a personnel action for a period exceeding 30 days, the employee will receive an individual notice upon entering the position, and will be subject to random testing 30 days after receipt of the notice. If you temporarily promote or reassign an employee in excess of 30 days from a TDP to a non-TDP, the employee will not be tested during the time frame of the temporary promotion or reassignment. The employee will be issued another individual notice upon his/her return to the TDP and will be subject to random testing 30 days thereafter. However, if you only detail an employee from his/her permanent TDP, no additional notice will be issued since the employee remains permanently assigned to the TDP during a detail and continues to be subject to random drug testing.

#### **6. TYPES OF DRUGS TESTED:**

Employees and applicants will be tested for cocaine, cannabis (marijuana), amphetamines, opiates, phencyclidine (PCP) and/or the metabolites of these drugs. In cases of reasonable suspicion or accident/unsafe practice, the supervisor may request the inclusion of other controlled substances.

#### **7. RANDOM DRUG TESTING:**

**Collection:** A contractor who is required to follow applicable DFWP regulations and DHHS regulations conducts urinalysis collection. There is no limitation on the frequency with which an employee may be tested for illegal drug use. Under random testing, the employee will be tested whenever the DON DFWP computer system random sampling method selects the employee. In addition, the employee could also be tested for other reasons, e.g., reasonable suspicion or accident/unsafe practice, as determined necessary (see paragraphs 8 and 9). Any individual subject to random testing will be permitted to provide a urine specimen in private, in a restroom stall or similar enclosure, so that the employee is not observed. An individual of the same sex will wait outside the stall while the sample is being provided to detect any attempts at adulteration. An exception to unobserved collection will be made only where collection site personnel have reason to believe the individual may alter or substitute the specimen or when the basis for conducting the test is reasonable suspicion or follow-up (see paragraph 10 for follow-up drug testing). In such cases, collection site personnel, of the same gender as the individual being tested, will directly observe the employee providing the sample. A higher-level supervisor shall review and concur in advance with any decision to obtain a specimen under direct observation

except in cases of follow-up testing.

**Supervisory Notification by Collection Site Coordinator:** When your employee is selected, the Collection Site Coordinator (CSC) at your command will notify you approximately two hours prior to the time of collection. If you are not available, the person acting for you, a designated alternate, or your next higher-level supervisor will be contacted. Employees will normally be scheduled to report to the collection site at designated 10 to 15 minute intervals. Do not make any unilateral changes in the names of the donors or testing schedule. If the collection site is not at the same location as the worksite, appropriate adjustments should be made to the notification time so that the employee has time to travel to the collection site.

**Employee Notification by Supervisor:** The Checklist for Supervisors (see attachment 1) is a quick reference to help execute employee notification responsibilities. Privately and verbally inform the employee of the exact time and location of the test. Tell him/her that he/she has been randomly selected for drug testing, will be required to provide a urine sample, and is under no suspicion of taking drugs. Instruct him/her to take their photo identification to the collection site. Attempt to respond to questions or refer questions to the CSC. You are encouraged to provide the Checklist for Employees (attachment 2) that is helpful in explaining testing procedures and can answer most questions concerning urine collection.

**Deferral:** An employee selected for random or follow-up drug testing may be given a deferral by the Drug Program Coordinator (DPC) (see DPC/alternate DPC contact information at attachment 3) if the employee is: (1) in a non-duty status such as annual leave, sick leave, suspension, absent without leave, continuation of pay, etc; (2) in an official travel status away from the test site or is about to embark on official travel that has been scheduled prior to testing notification; (3) working a different shift, or (4) performing a task or project that requires the employee's presence at the work site during the time the drug test is scheduled. If the test is deferred for any of the above reasons, the employee will be informed that he/she may be tested within 60 days from the date of the deferral or the date the employee returns to duty or the work site.

## **8. REASONABLE SUSPICION DRUG TESTING:**

Reasonable Suspicion testing may be authorized if you have specific objective facts that lead you to suspect that an employee who occupies a TDP is using drugs illegally. Mere hunches or rumors are not sufficient (see Supervisor's Checklist for Making Reasonable Suspicion Determination at attachment 4). Further assistance may be obtained from your servicing Labor/Employee Relations (L/ER) Specialist or DPC. A drug test may only be authorized for an employee in a non-TDP when you reasonably suspect that the employee is using drugs illegally on-duty or performing work while drug-impaired.

## **9. ACCIDENT/UNSAFE PRACTICE DRUG TESTING:**

Accident or unsafe practice testing may be authorized when based on the circumstances of an on-the-job accident or job-related unsafe practice. Accordingly, employees may be subject to testing when, based upon the circumstances of the on-the-job accident or unsafe practice, their actions are reasonably suspected of having caused or contributed to an accident or unsafe practice that meets either of the following criteria: (1) the accident or unsafe practice results in a death or personal injury requiring hospitalization or (2) the accident or unsafe practice results in damage to government or private property estimated to be in excess of \$10,000. Notify your servicing L/ER specialist and the DPC who will schedule the test on the same day the event occurred or as soon as possible thereafter.

#### **10. FOLLOW-UP DRUG TESTING:**

Employees who have tested positive for illegal drug use and have entered a rehabilitation program can be tested on an unannounced basis for a period of one year.

#### **11. APPLICANT DRUG TESTING:**

All individuals tentatively selected for employment in a TDP will be required to take a drug screening test before entry on duty. Vacancy announcements address this and selectees are advised that appointment is contingent upon a negative drug test result.

#### **12. VOLUNTARY DRUG TESTING:**

Employees in non-TDPs may volunteer to be included in random testing. Generally, an employee's reason for volunteering to be included is to indicate support for the DFWP, e.g., a supervisor may volunteer to be included in the DFWP if he/she supervises employees who are in TDPs. Voluntary donors may withdraw from drug testing by submitting a written request to the DPC at any time, even after being notified of an impending random drug test.

#### **13. SAFE HARBOR:**

Safe Harbor gives employees a one-time opportunity to voluntarily identify themselves as drug users if he/she is willing to undertake appropriate rehabilitation. Employees who meet the criteria are insulated from disciplinary actions for admitted (but otherwise unknown to the activity) past acts of illegal drug use. If an employee seeking Safe Harbor identifies himself to you, contact your servicing L/ER Specialist for procedural advice. An employee who admits to illegal drug use after being notified that he/she is scheduled for a drug test or just after a sample is collected, or an employee who is found to use illegal drugs on the basis of other appropriate evidence, e.g., a criminal conviction, is not eligible for Safe Harbor. If the employee occupies a TDP, he/she must be immediately removed from the position. Employees holding security clearances could be subject to revocation procedures beyond the scope of Safe Harbor.

#### **14. FAILURE TO REPORT TO THE DESIGNATED COLLECTION SITE:**

If your employee fails to report as scheduled, and is not deferred, he/she will be subject to the same range of discipline as a verified positive test result.

#### **15. REFUSAL TO BE TESTED:**

If an employee refuses to submit to a mandatory drug test, inform him/her that refusal will be considered failure to follow a direct order and will result in the same range of discipline as a verified positive drug test result. If the refusal occurs at the work site, immediately notify the DPC. If an applicant for a position refuses to participate, the tentative offer of employment will be rescinded.

#### **16. UNABLE TO PROVIDE SAMPLE:**

Employees are given a reasonable amount of time to provide a sample. If unable to provide the required amount of urine (45 ml collected to be certain the testing laboratory receives 30 ml to be tested) or unable to void, the employee will be asked to drink a reasonable amount of liquid, and will be required to remain at the collection site until a sample is provided. Generally, the employee will not be authorized overtime or compensatory time and will be released if unable to provide a sample by the end of the work shift. This is not considered the same as a deferral.

#### **17. CHAIN OF CUSTODY:**

DON's DFWP, as required by DHHS, mandates a strict chain of custody to ensure that

specimens are not mixed-up. Chain of custody procedures ensure that the urine sample taken from a donor is properly identified and not accidentally confused with any other sample. These procedures apply when collecting, transferring, analyzing, and storing the sample. Each employee will be required to initial the bottle used to transfer the sample to the testing laboratory as certification it contains his/her sample. The bottle will then be sealed. With each subsequent transfer of a specimen, the chain of custody form will be dated, signed, and annotated as to the purpose of the transfer. This procedure provides control and accountability from the point of collection to the final disposition of the sample (see Navy Urine Specimen Collection Checklist at attachment 5).

#### **18. VERIFIED POSITIVE DRUG TEST:**

**Laboratory Role:** Any specimen identified as positive on the initial screening test will be subject to a second screening test and, if also positive, subjected to a confirmatory test using gas chromatography/mass spectrometry (GC/MS) techniques. Both the scientific and legal communities regard this technology as the most accurate confirmation process that has been used for many years by forensic toxicologists and medical examiners for police, legal, and court work. If GC/MS verifies a positive drug screen, the donor will be contacted by the Medical Review Officer (MRO) and permitted an opportunity to offer alternate medical justification for test results.

**Supervisory Role:** As a supervisor, you are required to take mandatory actions based on a verified positive drug test result: (1) the employee is to be removed from his/her TDP, (2) disciplinary action must be initiated for the first instance of illegal drug use, and (3) the employee must be referred to the Civilian Employee Assistance Program (CEAP). Your servicing L/ER Specialist can provide advice concerning these actions. Disciplinary action must be initiated to remove an employee from Federal service if he/she refuses to obtain counseling and rehabilitation after the first instance of a positive drug test or for a second instance of a positive drug test.

**NOTE: Your command should record your completion of this required DFWP training.**

## ATTACHMENTS

Checklist for Supervisors, Random Drug Testing ----- Attachment 1  
(page 7)

Checklist for Employees, Random Drug-Testing ----- Attachment 2  
(page 8)

Drug-Free Workplace Program Points of Contact -----  
Attachment 3 (page 9)

Supervisor's Checklist for Making Reasonable Suspicion Determination ----- Attachment 4  
(page 10 & 11))

Navy Urine Specimen Collection Checklist ----- Attachment 5  
(page 12)

**CHECKLIST FOR SUPERVISORS**  
**RANDOM DRUG TESTING**  
**DRUG-FREE WORKPLACE PROGRAM**

On the actual date that random drug testing is scheduled to be conducted, your Drug Program Coordinator (DPC) or Collection Site Coordinator (CSC) will notify you of your employees who have been selected for drug testing and the testing schedule. This information is confidential. The following procedures should be followed in notifying employees of the collection process.

\_\_\_\_\_ Approximately 15-30 minutes prior to the actual collection, inform the employee verbally and privately that he or she has been identified through a random selection process for drug testing by urinalysis. Clearly inform the employee of the time and exact location to report for the testing and instruct him or her to take photo identification.

\_\_\_\_\_ Employees normally will be scheduled to report to the collection site at 10 to 15-minute intervals. Coordinate any scheduling changes necessary to maintain work operations closely with your supervisor and the DPC/CSC. Do not make any unilateral changes in the schedule.

\_\_\_\_\_ Advise employees to be prepared to provide a urine specimen at the scheduled collection time.

\_\_\_\_\_ You may provide the Checklist for Employees that offers helpful information about the collection process to scheduled employees.

\_\_\_\_\_ When an employee selected for random testing is unavailable for legitimate reasons, e.g., working a different shift, travel, leave, you must inform the DPC/CSC. Once an employee has been notified of testing, and leave requests submitted for the same time as the test should be carefully scrutinized.

**NOTE:** Recent changes in Drug-Free Workplace Program collection procedures requires donors to empty their pockets of anything that could be used for adulteration of the specimen, e.g., pills, eye drops, lip balm, etc. Prior to departing for collection, donors are permitted to remove any personal items from their pockets and secure those items in their desk drawer, vehicle, locker, etc.



**CHECKLIST FOR EMPLOYEES**  
**RANDOM DRUG TESTING**  
**DRUG-FREE WORKPLACE PROGRAM**

You have been identified through a process or random selection for drug testing by urinalysis. Your selection for such drug testing in no way reflects that this activity has any specific cause to suspect the usage of illegal drugs. Please take a few minutes to read the following information, which describes your responsibilities in the collection process.

\_\_\_\_\_ Present required photo identification to the collector.

\_\_\_\_\_ When instructed by the collector, provide the information required by the Custody and Control form.

\_\_\_\_\_ Remove any unnecessary outer garments, e.g., coat, jacket, coveralls. All personal belongings, e.g., purse, briefcase must remain with your outer garment(s). You may retain your wallet.

\_\_\_\_\_ When instructed by the collector, wash and dry your hands.

\_\_\_\_\_ You may provide the specimen in the privacy of a stall or otherwise partitioned area that allows for individual privacy. It will be necessary for you to provide a specimen of at least 45 ml. If you are unable to provide a sufficient quantity of urine, you will be asked to drink sufficient fluids to facilitate urination. You will be required to remain at the collection site in the presence of the Drug Program Coordinator (DPC)/Collection Site Coordinator (CSC) until the sample is provided.

\_\_\_\_\_ You should observe the entire collection procedure.

\_\_\_\_\_ When instructed, read and sign the statement on the Custody and Control form certifying that this is your urine specimen.

\_\_\_\_\_ If you have any questions or concerns, share them with your supervisor, the DPC, or the CSC.

**NOTE:** Recent changes in Drug-Free Workplace Program collection procedures require donors to empty their pockets of anything that could be used for adulteration of the specimen, e.g., pills, eye drops, lip balm, etc. Prior to departing for collection, donors are permitted to remove any personal items from their pockets and secure those items in their desk drawer, vehicle, locker, etc.



**POINTS OF CONTACT**  
**DRUG-FREE WORKPLACE PROGRAM**  
**HUMAN RESOURCES OFFICE, NORFOLK**

Drug Program Coordinator:

Helen World Bailey  
Human Resources Office, Norfolk  
757.445.1060 (telephone)  
757.445.5438 (FAX)  
mailto:helen.worldbailey@navy.mil

Alternate Drug Program Coordinator:

Joyce Guthrie  
Human Resources Office, Norfolk  
757. 444.7957 (telephone)  
757.445-5438 (FAX)  
mailto:joyce.guthrie@navy.mil

## **SUPERVISOR'S CHECKLIST FOR MAKING REASONABLE SUSPICION DETERMINATION**

### Knowing the Signs:

The indicators listed below are warning signs of drug abuse that can be observed:

#### Moods:

- Depressed
- Anxious
- Irritable
- Suspicious
- Complains about others
- Emotional unsteadiness, e.g., outbursts of crying
- Mood changes after lunch or break

#### Actions:

- Withdrawn or improperly talkative
- Spends excessive amount of time on the telephone
- Argumentative
- Has exaggerated sense of self-importance
- Displays violent behavior
- Avoids talking with supervisor regarding work issues

#### Absenteeism/Tardiness:

- Absenteeism/tardiness, especially Mondays, Friday, before/after holidays
- Frequent unreported absences, later explained as "emergencies"
- Unusually high incidence of colds, flu-type symptoms, upset stomach, headaches
- Frequent use of unscheduled annual leave
- Leaving work area more than necessary, e.g., frequent trips to bathroom
- Unexplained disappearances from the job--difficulty in locating employee
- Leaving work early for various reasons

#### Accidents:

- Taking needless risks
- Disregard for safety of others
- Higher than average accident rate on and off the job

#### Work Patterns:

- Inconsistency in quality of work
- High and low periods of productivity
- Poor judgment/more mistakes than usual and general carelessness
- Lapses in concentration
- Difficulty in recalling instructions
- Difficulty in remembering own mistakes
- Using more time to complete work/missing deadlines
- Increased difficulty in handling complex situations

#### Relationship to Others on the Job:

- Overreaction to real or imagined criticism (paranoid)
- Avoiding and withdrawing from peers
- Complaints from co-workers
- Borrowing money from fellow employees
- Persistent job transfer requests
- Complaints of problems at home, e.g., separation, divorce, child discipline

Attachment 4

**SUPERVISOR'S CHECKLIST FOR MAKING  
REASONABLE SUSPICION DETERMINATION  
(continued)**

**Observing and Documenting Current Indicators:**

Patterns of any of the above conduct or combinations of conduct may occur but must be accompanied by indicators of impairment in order to establish reasonable suspicion.

- |  |  |
|--|--|
| <input type="checkbox"/> Constricted pupils  | <input type="checkbox"/> Drowsiness                    |
| <input type="checkbox"/> Dilated pupils  | <input type="checkbox"/> Odor of alcohol               |
| <input type="checkbox"/> Scratching  | <input type="checkbox"/> Nasal secretion               |
| <input type="checkbox"/> Red or watering eyes  | <input type="checkbox"/> Dizziness                     |
| <input type="checkbox"/> Involuntary eye movements   | <input type="checkbox"/> Lack of muscular coordination |
| <input type="checkbox"/> Sniffles  | <input type="checkbox"/> Unconsciousness               |
| <input type="checkbox"/> Excessively active  | <input type="checkbox"/> Inability to verbalize        |
| <input type="checkbox"/> Nausea or vomiting  | <input type="checkbox"/> Irritable                     |
| <input type="checkbox"/> Flushed skin  | <input type="checkbox"/> Argumentative                 |
| <input type="checkbox"/> Sweating  | <input type="checkbox"/> Difficulty concentrating      |
| <input type="checkbox"/> Yawning   | <input type="checkbox"/> Slurred speech                |
| <input type="checkbox"/> Twitching   | <input type="checkbox"/> Bizarre behavior              |
| <input type="checkbox"/> Violent behavior  | <input type="checkbox"/> Needle marks                  |
| <input type="checkbox"/> Possession of paraphernalia (such as syringe, bent spoon, metal bottle cap, medicine dropper, glassine bag, paint can, glue tube, nitrite bulb, or aerosol can) |  |
| <input type="checkbox"/> Possession of substance that appears to possibly be a drug  |  |
| <input type="checkbox"/> Other   |  |

**Determining Reasonable Suspicion:**

If you are able to document one or more of the indicators above, ask yourself these questions to establish reasonable cause:

Y N

- ☐ ☐ ☐ Has some form of impairment been shown with employee's appearance, actions, or performance?
- ☐ ☐ ☐ Does the impairment result from the possible use of drugs?
- ☐ ☐ ☐ Are the facts reliable? Did you witness the situation personally, or are you sure that the witness is reliable. Did the witness provide firsthand information?
- ☐ ☐ ☐ Are the facts capable of explanation?
- ☐ ☐ ☐ Are the facts capable of documentation?
- ☐ ☐ ☐ Is the impairment current, today, now?

**Taking Action:**

- ☐ Reasonable suspicion established
- ☐ Reasonable suspicion not established

## NAVY URINE SPECIMEN COLLECTION CHECKLIST

Specimen ID # \_\_\_\_\_

1. Bluing agent placed inside toilet bowl/tank; all other water sources/potential adulterants secured from donor access.
2. Donor removed coat, hat, jacket/sweater, and emptied pockets of anything that could be used for adulteration (pills, eye drops, lip balm, etc) or substitution. These items are left outside of bathroom/stall with briefcase or purse. Wallet kept by donor.
3. Donor identified by photo ID. If identified by the Drug Program Coordinator or supervisor, note this in the Remarks section of the Custody and Control Form (CCF).
4. Collector completed Steps 1 and 4 of the CCF except for the Collector's signature.
5. Donor washed hands in full view of collector.
6. Donor selected a collection cup/kit and was instructed to provide at least ½ cup of urine. NOTE: *Collection cups indicate only an approximate volume. Collect at least 45 ml of urine to ensure the 30 ml minimum volume is received by the lab.*
7. Specimen is provided unobserved unless otherwise specified. Donor was instructed not to flush the toilet until directed by the collector.
8. Donor selected specimen bottle/kit and observed the collector transfer urine into the specimen bottle/vial. Specimen was in sight of the donor at all times.
9. Within 4 minutes, and in the presence of the donor, the collector checked the specimen for signs of contamination (color & odor), volume, and temperature (90° - 100° F). Record unusual characteristics in the CCF Remarks section.
10. Collector placed tamper evident seal with the specimen ID number over top & down sides of the specimen bottle/vial.
11. Collector recorded date and donor printed his/her initials on tamper evident seal.
12. Specimen bottle/vial was placed inside a leak-proof plastic bag with absorbent.
13. Collector signed CCF certifying the specimen given him/her by the donor identified on Copy 2 of the CCF was collected, labeled, sealed, and released to the Delivery Service noted in accordance with applicable Federal requirements.
14. Copy 1 of the CCF placed inside the specimen bag pouch and sealed with the box/bag seal on the CCF. Collector signed and dated the seal.
15. Donor completed Step 5 on Copy 2, Medical Review Officer copy, with name, day/evening phone numbers, and DOB.

REMARKS (Continue on back)

\_\_\_\_\_  
By my signature I attest that all of the steps listed above were completed except as noted.

\_\_\_\_\_  
Donor's Signature & Date

\_\_\_\_\_  
Collector's Signature & Date

Attachment 5